

WCC0001 - Workflow Consulting Services
Nebraska Workers' Compensation Court
Response to Questions
April 18, 2006

1. In the Project Description and Scope of Work, Section B:

a. There is reference to other business line sections of the court. To clarify, the Adjudication business line is the only line included in this project, correct? How many workflow processes are included in this business line? How many departments are in this business line?

Answer:

The primary focus of workflow implementation is the improvement in the efficiency and overall management of the work activities in the adjudicatory functions of the court. Information and activities do cross-over and affect other business lines of the court, such as Vocational Rehabilitation. In addition, current re-engineering projects are implementing "workflow" through the implement of a "light-weight" work-queue system in other business lines and we anticipate that those business lines (Vocational Rehabilitation, Compliance and Enforcement, and Settlements) will upgrade to or implement a more complete workflow management system.

There are five major adjudicatory processing functions, Petition/Motion, Hearing Scheduling, Appeals within the Workers' Compensation Court, Appeals to the State Court of Appeals, and Settlements. In addition, there are less than four minor miscellaneous processes.

The Adjudication section of the court is made up of Judges and the Office of the Clerk of the Court, which includes clerical and judicial staff. The adjudicatory functions have data, data flows, and activity relationships to Vocational Rehabilitation, Compliance and Enforcement, Legal, and Administration.

b. Have there been any changes, significant or otherwise, to the eight-year old Adjudication process diagrams? If so, will those be updated by court staff or the consultant?

Answer:

The processes as previously documented have essentially stayed the same since the original process analysis was performed several years back. Any updates will be performed by trained court staff with the implementation of a robust "workflow management system". It is the goal of the court to place in the hands of business line management, tools to design and maintain process flows that integrate with software functions as part of the software development life-cycle. The court has an in-house IT development staff that will work with and support the business line staff in these functions.

c. Please provide a definition/description of the 'work queue' automation.

Several court subsystems are being "re-engineered" using the court's base data system of a custom developed Oracle "case/document management" system and Borland Delphi

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Windows Client/Server applications. In these “re-engineered” systems the court has introduced the concept of “work queues” using custom Oracle “activity” tables. The “activities” are displayed in grids in Windows application work queue screens. Each “activity” is associated with an “application” that the user “goes-to” from the work queue screen. The applications are being developed by court IT staff to allow for the execution of only what is required for that activity. The “activity” management is “light-weight” in the sense that there is no automated “rules engine” that generates “next activities” upon the completion of the “current activity”. Upon completion/cancellation of the activity, the user must create and assign the “next activity” based upon an understanding of the workflow and pre-defined activity templates that are available from a lookup table.

2. In Project Description and Scope of Work, Section C:

a. Item 1 indicates that the consultant should have no economic or monetary incentives in recommending and product or products. There is a similar reference in Terms and Conditions under the Conflict of Interest section. To clarify, does this mean that the consultant will not be permitted to bid on the solution?

Answer:

Based upon the RFP that will be developed with the assistance of the consultant, the consultant will NOT be allowed to offer a proposal for software or technical software implementation professional services. In addition, the consultant is NOT allowed to have any arrangement with software vendors by which the consultant would benefit from the selection of a specific product.

3. Project Description and Scope of Work, Section F:

a. Item 2 references interviews with management and staff. Are you anticipating one-on-one interviews, group interviews or both? How many staff members would be part of this activity? Would you consider the consultant only interviewing the ‘experts’ in each area of the business line? If so, how many people does that include?

Answer:

Interviews could be a combination of one-on-one or group. Ideally the consultant would be well versed in “Rapid Analysis” techniques that would facilitate group sessions where staff could interact with each other. There are five primary business line sections of the court (Adjudication, Vocational Rehabilitation, Compliance and Enforcement, Legal, and Administration). Out of each of those, the interviewing would occur with “experts” that would include managers and high-level specialists. This would range from two to three persons per section.

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4. Project Description and Scope of Work, Section G – Define what is meant by first or second level process analysis.

Answer:

Process Analysis Methodology is broken into several levels. Context or Zero-Level is primarily external flows in and out to the “processing entity”. Process Levels Two and Three are drill-downs of the Context Level that also include flows within the “processing entity”. The awarded vendor will need to demonstrate that they understand and have experience in the use of Process Analysis Methodology.

5. Project Description and Scope of Work, Section H – There is no mention of the impact on the people in this project, meaning roles, responsibilities, training, structure, etc. Is there any interest in providing these recommendations as part of the deliverables?

Answer:

One of the purposes of engaging a consultant is to assure that the court has not missed areas or issues that need to be addressed in the implementation of a “Workflow” system. As part of the engagement, the court welcomes recommendations in the areas mentioned above and others not mentioned.

6. In Procurement Procedures, Section I – Will these evaluation criteria be weighted? If so, how?

Answer:

The evaluation criteria was developed by the Evaluation Committee and approved by the Steering-Decision Committee before the release of the RFP. Each criterion has been weighted and those weights approved by the Steering-Decision Committee. Further information about the evaluation procedure can be found in IV. Procurement Procedures - L. Evaluation.

7. In Additional Terms and Conditions, Section C – What permits, licenses and approvals are required and will require the payment of fees? What is the amount of the associated fees?

Answer:

The Additional Terms and Conditions are generically included in all types of RFP's including buildings and construction. It is not anticipated that this engagement will not require such items.

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8. Is the firm assisting you in the development of the workflow analysis, recommended technologies and next steps also eligible to bid on implementing and perhaps performing on the recommendations?

Answer:

The consultant engaged at this phase will NOT be allowed to offer proposals for "workflow" software/systems or for the professional technical implementation of such.

If though it becomes clear to the court during the development of the RFI and RFP for workflow products and based upon recommendations of the consultant that the services of an "independent" consultant would be beneficial and critical to the management of a successful initial implement and integration, then the court will separately follow procurement procedures for the selection of an "independent" consultant for such professional services. If the procurement process identifies the need to release an RFP, then the consultant engaged in this phase will be allowed to offer a proposal.

9. Do any of the "business lines" mentioned in the project background contain adjudication and settlement processes? Are all of these business lines included in the scope?

Answer:

The Adjudication and Legal sections of the court primarily "house" the adjudicatory and settlement processes. However these processes affect and affected by data and actions in the other sections. A "workflow system" will over time be incorporated into all new custom re-engineered systems.

10. Are the eight-year old process diagrams for the Adjudication process current? Can you provide more information (summary level) for the goals of the four major analysis projects that have been completed, how those projects fit with the scope of the current RFP, and what if any conclusions were drawn from those projects?

Answer:

The processes as captured in diagrams have essentially stayed the same since the original process analysis was performed several years back. There have been minor changes, such as the inclusion of scanning of paper documents that is not reflected in the diagrams.

As a result of the analysis, the following primary objective was established by the Presiding Judge in 2005:

"The mandate for continued, decisive, and productive movement towards a paperless court is clear. To productively meet this mandate the court engaged in extensive and detailed business process re-engineering efforts across all sections of the court...The

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specific results of this entire court wide project resulted in the creation of the broad goal of being paperless by the end of the 2009/2010 biennial budget, or June 30, 2011 – three new budgets away.”

The implementation of a “workflow system” is integral to all the re-engineering efforts.

11. To what degree are you anticipating that an on-site presence is needed or required?

Answer:

In this age of electronic and video communications it is recognized that there are facilities and services available to share information electronically and host real-time video meetings that can produce quality results. The State of Nebraska has available video facilities that can be leased for such meetings.

(See <http://www.das.state.ne.us/doc/Video.html>)

The court is also no foreigner to “web and phone conference” meetings. If web, phone, and/or video conference meetings are proposed in lieu of on-site visits, the proposal should clearly state such, how many and should include those in the cost. If such meetings do not produce successful results, the court reserves the right to request on-site visits. The cost of such visits would be part of the original cost proposal as accepted by the court.

The court will also share as much information as it can electronically for review prior to visits or meetings.

12. Can you identify the key technologies that have been identified to help support the business requirements?

Answer:

Hardware / Operating System Software Layer:

Intel Servers and Clients running Windows operating systems

Communications Layer

High-speed 100 Megabit - State Backbone / Wide Area Network in Lincoln

T1-speed 10 Megabit – Lincoln to Omaha Hall of Justice

Cable/DSL – Remote work locations

VPN (Virtual Private Network)

Database

Oracle 9i and 10g supporting a custom developed Case and Document
Management repository

System Applications Layer

Collaboration / Email / – Lotus Domino

Electronic Fax - RightFax interfaced through Lotus Notes and Webservices

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Windows Client/Server applications developed in Borland Delphi 7
and MicroFocus Cobol
Message Delivery Windows Services for message delivery via
Print, Efax, or Email; Secured Email (future)
Scanning - ScanSnap scanners to PDF (non-OCR)
E-Document Management – Embedded in the Oracle Database,
Format Acrobat PDF
Workflow – Activity management, In-house system, no rules engine,
no diagramming tool.
Accessibility Standards (required of all purchased and developed software)
Records Management (manually performed today)
Electronic Filing and Secured Internet Access (future, Microsoft based)

IT Staffing Layer
The court develops internally the majority of its business line applications.
IT Manager / DBA / Chief Architect-Engineer
1 - Lead Infrastructure Analyst
3 – Applications Developers

13. Can you summarize the types of IT technologies currently in use in the adjudication processes?

Answer:

The adjudication system today is a case management system, with some level of document management supported by the Oracle database and windows system folders. Scanners are used to create and store electronic documents. Client/Server applications developed in Oracle Forms/Reports 6 are used in the case management system and will be replaced with Borland Delphi Client/Server applications. The section uses Microsoft Word to compose decisions and orders.